

# Section 3: Mission, Goals, and Action Items

Information found in Section 2 and the Hazard Annexes provide the basis and justification for the mitigation actions identified in this plan. This section describes: (1) the components that guide implementation of the identified mitigation strategies; (2) information on the process used to develop Marion County's mission, goals and action items; and (3) how Marion County intends to incorporate the mitigation strategies outlined in the plan into existing planning documents and programs. Documentation related to how city or special district specific actions will be implemented through existing plans and policies, as well as any local modifications to the Plan Mission and Goals, is located in Volume III: City/Special District Addendums.

## Mitigation Plan Mission

The mission states the purpose and defines the primary function of Marion County's multi-jurisdictional Natural Hazards Mitigation Plan. It is intended to be adaptable to any future changes made to the plan and need not change unless the community environment changes.

The Oregon Partnership for Disaster Resilience (OPDR), together with the Marion County Steering Committee members, developed the following mission statement for the Marion County Natural Hazards Mitigation Plan:

*Create a disaster resilient Marion County.*

This mission statement replaces the mission statement found in the 2006 Marion County Natural Hazards Mitigation Plan (see the "Plan Update Changes Memo" in Appendix B for the old mission statement). Steering committee members at the April 15, 2010 Steering Committee Meeting reviewed the 2006 plan's mission statement and agreed that the above mission statement better defines why Marion County has developed their mitigation plan.

## Mitigation Plan Goals

Mitigation plan goals help guide the direction of future activities aimed at reducing risk and preventing loss from natural hazards. Meetings with the project steering committee and individual stakeholder interviews were used to develop and prioritize goals for reducing risk and preventing loss from natural hazards in Marion County.

The goals listed here serve as checkpoints as agencies and organizations begin implementing mitigation action items. The goals for the Marion County Natural Hazards Mitigation Plan are:

**Goal #1: Public Awareness**

Increase awareness of natural hazard risks, emergency notification methods, and resources for citizen preparedness.

**Goal #2: Education**

Educate the public on how to successfully mitigate and prepare for a natural disaster in order to minimize property damage and loss of life.

**Goal #3: Risk Reduction**

Minimize risks to life, property, the environment, and the economy from natural hazards.

**Goal #4: Funding and Implementation**

Identify potential funding sources to implement mitigation projects.

**Goal #5: Partnerships and Coordination**

Create, maintain and enhance partnerships with stakeholders, adjacent jurisdictions, and public and private agencies' risk management activities.

**Goal #6: Natural Resources Utilization**

Use natural resources, watershed planning, and land use planning to reduce long-term costs and maximize effectiveness.

**Goal #7: Plan Integration**

Integrate natural hazard mitigation activities, where appropriate, with existing plans and policies.

These goals have been revised from the 2006 Marion County Natural Hazards Mitigation Plan (see the "Plan Update Changes Memo" in Appendix B for the 2006 plan goals). Steering committee members at the April 15, 2010 steering committee meeting revised the previous mitigation plan goals because they more adequately describe what Marion County wants to achieve, and because they align with the State of Oregon's current mitigation planning goals.

## **Mitigation Plan Action Items**

Short and long-term action items identified through the planning process are the primary mechanism through which the mitigation plan is implemented. Action items are detailed recommendations for activities that agencies, businesses, county departments and citizens, can engage in to reduce risk. The list includes both hazard specific actions (e.g., strategies for floods, wildfires, landslides, etc.) as well as multi-hazard actions (i.e., cuts across all specified hazards). Short-term mitigation actions (ST) are activities that generally can be implemented with existing resources and

authorities within one to two years. Long-term mitigation actions (LT) may require new or additional resources or authorities, and may take between one and five years to implement. The mitigation actions are organized within the following matrix, which lists all of the multi-hazard and hazard-specific actions included in the addendum.

Action items can be developed through a number of sources, as shown in Figure 3.1 below, and can include steering committee work sessions, stakeholder interviews, local records, plans, policies, and reports, and regional risk assessments found in the State of Oregon Natural Hazards Mitigation Plan.

**Figure 3.1 Action Item Sources**



Source: Partnership for Disaster Resilience, 2006

The Marion County steering committee, together with OPDR, developed the action items presented in this plan. The actions were developed based upon local vulnerability information gathered during the March 3, 2010 steering committee meeting, the results of stakeholder interviews, feedback from individual steering committee members, and an analysis of local plans and reports. The action items also include deferred actions from the 2006 mitigation plan. During the update process, OPDR worked with the Marion County steering committee to identify which actions from the 2006 plan had been completed or not completed, and whether or not actions

should continue to be listed in the plan. A table listing the 2006 plan's actions and their status are listed in the Plan Update Changes Memo in Appendix B Public Process.

The action items in this plan address the following natural hazards found in Marion County: drought, earthquake, flood, landslide, volcano, wildfire, windstorm, winter storm, dam failure, and multi-hazard. In addition, the plan includes actions that address plan implementation. Each action item has a corresponding action item worksheet describing the activity, identifying the rationale for the project, identifying potential ideas for implementation, and assigning coordinating and partner organizations. The action item worksheets can assist the community in pre-packaging potential projects for grant funding. The worksheet components are described below. These action item worksheets are located in Appendix A.

## **Rationale or Key Issues Addressed**

Action items should be fact-based and tied directly to issues or needs identified throughout the planning process. Action items can be developed at any time during the planning process and can come from a number of sources, including participants in the planning process, noted deficiencies in local capability, or issues identified through the risk assessment. The rationale for proposed action items is based on the information documented in Section 2 and the Hazard Annexes.

## **Ideas for Implementation**

The ideas for implementation offer a transition from theory to practice and serve as a starting point for this plan. This component of the action item is dynamic, since some ideas may prove to not be feasible, and new ideas may be added during the plan maintenance process. Ideas for implementation include such things as collaboration with relevant organizations, grant programs, tax incentives, human resources, education and outreach, research, and physical manipulation of buildings and infrastructure.

## **Implementation through Existing Programs**

The Marion County multi-jurisdictional Natural Hazard Mitigation Plan includes a range of action items that, when implemented, will reduce loss from hazard events in the County. Within the plan, FEMA requires the identification of existing programs that might be used to implement these action items. Where relevant, each action item lists existing plans and programs that might be used to implement the action. Marion County currently addresses statewide planning goals and legislative requirements through its comprehensive land use plan, capital improvements plan, mandated standards and building codes. To the extent possible, Marion County will work to incorporate the recommended mitigation action items into existing programs and procedures.

Many of the Marion County multi-jurisdictional Natural Hazards Mitigation Plan's recommendations are consistent with the goals and objectives of the county's existing plans and policies. Where possible, Marion County will implement the multi-jurisdictional Natural Hazard Mitigation Plan's recommended actions through existing plans and policies. Plans and policies already in existence have support from local residents, businesses, and policy makers. Many land-use, comprehensive, and strategic plans get updated regularly, and can adapt easily to changing conditions and needs.<sup>56</sup> Implementing the natural hazard mitigation plan's action items through such plans and policies increases their likelihood of being supported and implemented.

## **Plan Goals Addressed**

The plan goals addressed by each action item are identified as a means for monitoring and evaluating how well the mitigation plan is achieving its goals, following implementation.

## **Coordinating Organization**

The coordinating organization is the public agency with the regulatory responsibility to address natural hazards, or that is willing and able to organize resources, find appropriate funding, or oversee activity implementation, monitoring and evaluation.

## **Internal and External Partners**

The internal and external partner organizations listed in the action item worksheets are potential partners recommended by the project steering committee but not necessarily contacted during the development of the plan. The coordinating organization should contact the identified partner organizations to see if they are capable of and interested in participation. This initial contact is also to gain a commitment of time and/or resources toward completion of the action items.

Internal partner organizations are departments within the county or other participating jurisdiction that may be able to assist in the implementation of action items by providing relevant resources to the coordinating organization.

External partner organizations can assist the coordinating organization in implementing the action items in various functions and may include local, regional, state, or federal agencies, as well as local and regional public and private sector organizations.

## **Timeline**

Action items include both short and long-term activities. Each action item includes an estimate of the timeline for implementation. *Short-term action*

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<sup>56</sup> Burby, Raymond J., ed. 1998. *Cooperating with Nature: Confronting Natural Hazards with Land-Use Planning for Sustainable Communities*.

*items* (ST) are activities that may be implemented with existing resources and authorities in one to two years. *Long-term action items* (LT) may require new or additional resources and/or authorities, and may take from one to five years to implement.

## Status

As action items are implemented or new ones are created during the plan maintenance process, it is important to indicate the status of the action item – whether it is new, ongoing, or complete. Documenting the status of the action will make reviewing and updating mitigation plan easier during the plan’s five-year update, and can be used as a benchmark for progress.

## Action Item Prioritization

At the May 11, 2010 steering committee, OPDR led the steering committee in an exercise to identify which of the 36 action items were the highest priority actions. Committee members were first introduced to the STAPLE/E method of determining cost effectiveness and asked to prioritize actions based on whether they can feasibly be implemented over the next five years, and which action would provide the most benefit versus the cost. This list of prioritized action items will serve as a starting point to implement the Marion County NHMP over the next five years.

The nine action items the steering committee rated as the highest priority include the following (from highest priority to lowest):

1. **Multi-Hazard # 1:** Develop, publicize and maintain a comprehensive database of all declared and undeclared natural hazard incidents in Marion County.
2. **Multi-Hazard # 2:** Complete a disaster recovery plan for Marion County.
3. **Multi-Hazard # 3:** Enhance distribution of all hazard information, public emergency preparedness materials, and information on how individuals can mitigate their vulnerability to each hazard.
4. **Multi-Hazard # 5:** Educate cities on process of declaring a disaster.
5. **Winter Storm # 2:** Conduct an assessment of the short and long-term needs for sheltering homeless and other vulnerable groups during winter storms.
6. **Earthquake # 1:** Make available and publicize a checklist of what county residents can do to reduce risk of seismic events.
7. **Flood # 7:** Identify bridges in Marion County with flow blockage problems.
8. **Wildfire # 1:** Implement existing action items contained in the ‘Action Plan’ section of the Marion County Community Wildfire Protection Plan (Pgs. 37-43).
9. **Earthquake # 3:** Identify the most vulnerable bridges on Marion County maintained roads, conduct a seismic assessment on them, and take steps to bring those that are out of compliance up to code.